

S E C R E T

14 November 1968

MEMORANDUM FOR: Mr. Stewart

SUBJECT: Professional Attrition

1. In view of your interest and that of the DCI in CT attrition, I would like to offer a few more thoughts on the subject. As you know, the CT team considered attrition and prepared some special material for the Director after the survey was finished.

2. When conducting the CT Survey (1966-67), I reviewed various professional and management periodicals and found that private enterprise was drastically reducing the length of training programs in order to hold the interest of its trainees and thereby reduce attrition. The survey found that CTs reflected the same dissatisfaction toward lengthy training as their counterparts in private business. It was felt that CT training could be shortened. and the survey recommended training [redacted] be reduced from two years to nine months.

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3. It should be pointed out, however, that a well-conceived training program can reduce attrition, but it is only one aspect of career management. Job satisfaction and job challenge are equally important. Furthermore, there is evidence that the Youth of today is increasingly mobility minded and does not share some of the more traditional attitudes of our society toward job security and institutional loyalty.

4. The November 1968 Fortune talks about youth mobility (and also mid- and senior management mobility) in an article entitled "Why It Is Hard to Keep Good Executives." The article points out that one half of Stanford's MBAs from the classes of 1961 and 1962 had more than one employer in the first five years out of Stanford. Fortune refers to some of the larger U.S. firms such as GE as the "academies." These academies have a high turnover of management trainees who really use the academies as a training ground for better jobs elsewhere. These companies have now reached the conclusion that youth mobility is with us for the foreseeable future, and they accept it as part of their operations. To offset manpower drain they simply keep the recruiting and training gates open to replace personnel who leave.

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5. As I see it, this does not mean that a GE or a CIA should throw in the sponge and passively accept a large personnel turnover. Training programs and other aspects of personnel management must be constantly reviewed and updated. It does mean, though, that the Agency is likely to continue to have a substantial CT attrition for some time to come, because young Americans, just because they are CTs, cannot completely cut themselves off from the new streams flowing through our culture, one of which is mobility.

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